

Elements of an Effective Quality Program



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Effective Quality Systems



- Effective quality systems are:
 - Dynamic, able to adapt and change to meet needs, requirements and expectations of internal and external customers,
 - Provide individuals with the guidance and direction they seek,
 - Use quality techniques, standards and frameworks to identify, manage and improve organizational processes and systems.



8 Quality Management Principles



- Customer Focus - identifying customer expectations
- Leadership – leaders establish unity of purpose, direction, and the internal environment of the organization.
- Involvement of people – people at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's maximum benefit.
- Process approach – a desired result is achieved more efficiently when related resources and activities are managed as a process.
- Continual Improvement- a permanent objective of the organization is continual improvement.



8 Quality Management Principles, cont.



- System Approach to management: Identifying, understanding, and managing a system of interrelated processes for a given objective contributes to the effectiveness of the organization.
- Factual approach to decision making: effective decisions are based on logical analysis of data and information.
- Mutually beneficial supplier relationships: the ability of the organization and its suppliers to create value is enhanced by mutually beneficial relationships.



Benefits of a Quality Management System



- Organization-wide quality system analysis
- Enhanced employee involvement within clearly defined system



- Ability to establish and communicate baseline measurements
- Ability to identify target areas for corrective actions
- Ability to provide feedback to management and customer needs



- A “proactive” attitude is instilled within the organization
- Improved service to internal and external customers



Anheuser-Busch InBev



QUALITY MANAGEMENT

What is Quality to AB?



- Vision: To continue to be leaders of quality in our industry; provide guidance and oversight for our processes to ensure the long term success of our company
- Quality is the ongoing process of meeting and exceeding our customer expectations on a consistent basis using the tools, procedures, experience, and assessment.
- Quality is our company culture



Components of the AB-InBev Quality Program



- VPO – Voyager Plant Operations system – guiding quality program standards, guidelines, performance measurement and communications being implemented at all sites:
 - ✦ KPI (Key Performance Indicators) linked to employee bonus pay
 - ✦ Statistical Process Control
 - ✦ PDCA (Plan-Do-Control-Act) – Blocked process controls where teams are responsible for identifying the problem and the solution
 - ✦ 5S (Separate-Straighten-Scrub-Standardize-Systematize)
 - ✦ 5 Why's (root cause analysis)
 - ✦ ITF – Improvement Taskforce
 - ✦ Kaizen Events (combine-simplify-eliminate)
 - ✦ Root cause analysis (5 why's)
 - ✦ Action logs
 - ✦ RACI Matrix
 - ✦ SIPOC (Supplier-Input-Process-Output-Customer)



Developing Key Performance Indicators (KPI's) and metrics



Overall Business Strategy

- What is the business trying to accomplish?

Goals, Objectives

- What are the short- and long- term objectives to achieve the strategy

Key Business Drivers

- What are the important execution steps to meet the goals and objectives?

Key Performance Indicators

- What measures of success are tied to the drivers?

Supporting Metrics

- What are the detailed measures that feed and augment the KPIs?









Summary



- Utilize quality dimensions and frameworks to successfully manage quality
 - Literature
 - Best Practices
 - ✦ Anheuser-Busch
 - ✦ Harley Davidson
 - ✦ Others
- Evaluate resource constraints and establish well-defined performance criteria
- Monitor/evaluate quality based on performance criteria
 - Data & Reports
- Make necessary quality adjustments
- Continuous improvement

Questions

